US Army Corps of Engineers

USACE/FEMA Senior Leaders' Seminar

March 6-7, 2007
Lansdowne, VA

FEMA

Issues Team

USACE: Germaine Hofbauer
Ken Suiso
Brigit Morris
FEMA: Jay L. Marts
David Boughton
Jonathon Anderson

US Army Corps of Engineers

USACE/FEMA Senior Leaders' Seminar

March 6-7, 2007
Lansdowne, VA

FEMA

Challenges – Day 1

US Army Corps of Engineers

FEMA

Challenge

- Ice (RAP IWLC Group Issue #3)
  - The requirement/need for Ice as a priority life saving Response Commodity is being reviewed
  - What ESF/Agency(s) should be responsible?
  - States are indicating this is not a priority
  - Public Perception – Need vs Expectation

US Army Corps of Engineers

FEMA

Challenge

- NIMS/ICS/Unified Command (RAP CAT Planning Issue #6)
  - Who's in Charge in multi-state/regional response?
  - Need implementation strategy for the NIMS framework for the Federal Unified Command
  - Unified Command / Command and Control Structure not adhered to in the field
  - Will there be a "Super" JFO? Decision criteria

US Army Corps of Engineers

FEMA

Challenge

- Safety/Security
  - Capacity to prioritize sufficient levels of public safety/law enforcement on ground following large events?
  - Potential significant mass civil disturbance following a major event
  - Are we confident that worker health and safety is fully addressed for CAT Events (OSHA)?

US Army Corps of Engineers

FEMA

Challenge

- Setting Expectations
  - Communications and Relationships with stake holders at all levels
  - Improved planning/prep with States is the key
  - External Affairs Strategy?
  - Need to address Political, Media and Public expectations

US Army Corps of Engineers

FEMA

Challenge

- Common Operating Picture (COP)
  - Situational information will be collected and incorporated into a COP – HSIN? Other? Who has the *lead*?
  - Need to integrate Local, State, Regional and National levels of COP?
  - Integrated strategy for damage assessment after catastrophic event and capability to share with all jurisdictions for decision makers to prioritize response resources
  - Will we trust our models for initial response?

US Army Corps of Engineers

FEMA

Challenge

- Capability Awareness
  - Planning factor with states
  - Different regions and states have varying levels of capabilities that must be taken into consideration for response
  - Lack of transparency/awareness of capabilities across all levels of government
  - Inter-government capability assessment process?

US Army Corps of Engineers

FEMA

Challenge

- Agency Authorities and Impact on Mission Assignments
  - Difference between an agency responding under their own authorities or a Stafford Act response
  - Need to better align agency operations (under own authority) with JFO operations
  - National/Regional Level coordination adequate?

US Army Corps of Engineers

FEMA

Challenge

- Private Sector Partnering
  - Preparedness activities such as workshops, Regional Exercises, and Planning and need to include Private Sector
  - Need better understanding of how public/private sector infrastructure planning, coordination of operations structures will work?

US Army Corps of Engineers

FEMA

Challenge

- Senior Leader Training
  - Integrated training and exercises with Senior Leaders at all levels of government to update on legislation changes, NIMS, NRP review and revision process
  - Training for new Senior Leaders
  - Value of State and Local participation in SLS and similar events

US Army Corps of Engineers

FEMA

Challenge

- Are we ready?
- How do we know?

US Army Corps of Engineers

USACE/FEMA Senior Leaders' Seminar

March 6-7, 2007
Lansdowne, VA

FEMA

Challenges – Day 2

US Army Corps of Engineers

FEMA

Challenge

- Preparedness, Response and Recovery Requirements for Critical Infrastructure/ Key Resource (CI/KR)
  - Pre-Identified Critical Sites – Determination of temporary power requirements
  - Access to sites – Lines of Communication to “Owner of CI/KR” to open Facility/Assess Damage
  - Determine debris removal requirements
  - Coordination with State and Local entities, including setting priorities

US Army Corps of Engineers

FEMA

Challenge

- Infrastructure (Continued)
  - Need Infrastructure Assessment Strategy for coordinating across Federal, State, Local, private, regional, multi regional spectra. Revisit “Infrastructure Support Integration” concept
  - Roles and Responsibilities for CI/KR across full spectrum (Mitigation, Protection, Prevention, Preparedness, Response & Recovery)
    - Prioritization
    - Assessment
    - Sector and Cross-Sector Specific Roles (ESF #3 vs DHS IAIP vs OFA) within JFO
    - National/Regional Planning & Operation Roles & Responsibilities

US Army Corps of Engineers

FEMA

Challenge

- Terminology for Landfall
  - The “L” sequence causes confusion; mix of “Day” and “Hour” (L-2 days or L-48 Hrs)
  - Need to clearly establish L-Hour sequence as being tied to onset of tropical force winds vs eyewall landfall
  - Possible multiple landfalls

US Army Corps of Engineers

FEMA

Challenge

- No-Notice Event
  - Initial Operations – Need clarity on Federal “Push” strategy prior to initial damage assessment and State requests for assistance
  - How will we use our models to gauge initial missions?

US Army Corps of Engineers

FEMA

Challenge

- Research and Development in Support of NRP Missions
  - What are the focus areas for R&D?
  - How are requirements identified and prioritized?
  - Do we have sufficient Federal coordination of R & D activities?
  - Integrated prioritized requirement list of federal government assets

US Army Corps of Engineers

FEMA

Challenge

- Housing of Evacuees and Responders
  - Executive Order to get people out of shelters and into hotels/motels or long term facilities resulting in competition with responders needing hotel space.
  - Establish “Base Camps for response personnel? No existing policy in place for working under disaster or austere conditions.
  - Mandate contractors not use hotels thus making space available for evacuees. Make housing for contractors on a cost reimbursable basis.
  - What is the impact on operations of a policy precluding responders (including contractors) from getting hotel rooms? (hypothetical no policy as of yet)

US Army Corps of Engineers

FEMA

Challenge

- Remote Sensing Information
  - Is there a system in place to gather and share this information between agencies?
  - How can National Level Information be passed down to regions and states?
  - Is there a clear process/procedure to coordinate remote sensing requirements and operations?

US Army Corps of Engineers

FEMA

Challenge

- How much information do we need at the Federal level before a decision is made to initiate critical operations?
  - We will move forward and if necessary pull back assets that aren't needed
  - PKEMRA allows for the accelerated federal assistance. Will inform Governor that FEMA is moving forward

US Army Corps of Engineers

FEMA

Challenge

- What authority does USACE have from FEMA to act outside the boundaries of a MA to address critical needs identified on the ground?
  - USACE will operate proactively to achieve the general goals of missions and notify JFO Ops of requirements that may fall outside of MAs.
  - Substantial additional discussion needed in terms of financial management aspects of a proactive mission execution strategy.

US Army Corps of Engineers

FEMA

Challenge

- Strategic Planning
  - Overarching strategic planning must be done in advance of landfall.
  - Look ahead 7 days and beyond
  - Adjust/enact these plans as appropriate
  - Strategic planning is part of continuing preparedness activities, transitions to readiness activities as specific events emerge